NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

Navy Surface Warfare Officer (SWO) Retention
25 MAY 04

Captain Dan Holloway, USN

PERS 41: Director, Surface Warfare Officer Division

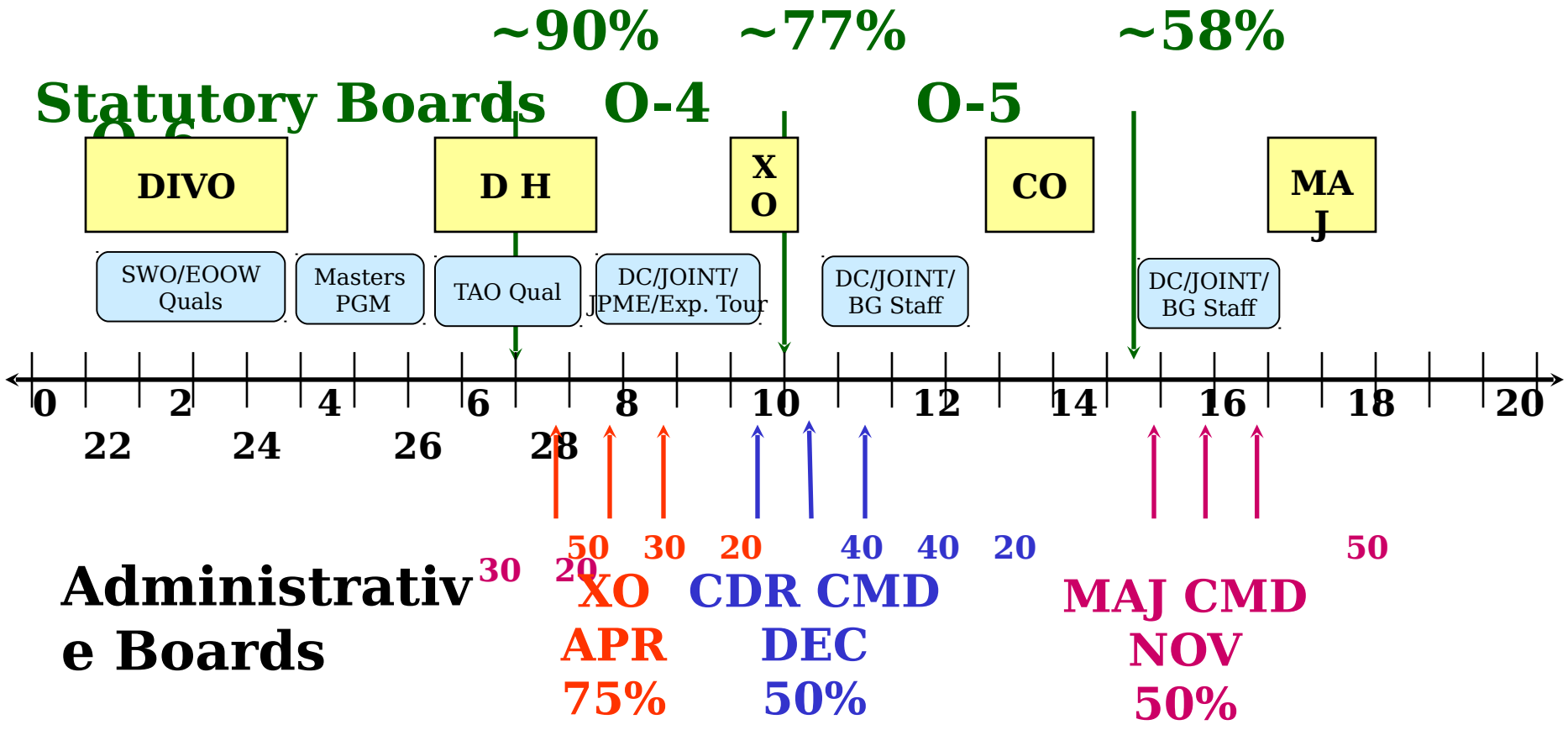
Introduction

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

- Career Management Strategy & Career Path
- FY04 Accessions
- Current Status of Women SWOs
- Update Women SWO Retention Strategy
- Surface Warfare Officer Continuation Pay (SWOCP)
- 2003 Junior Officer Survey Results
- Work-Life Balance Initiatives
- Summary

Typical SWO Career Path

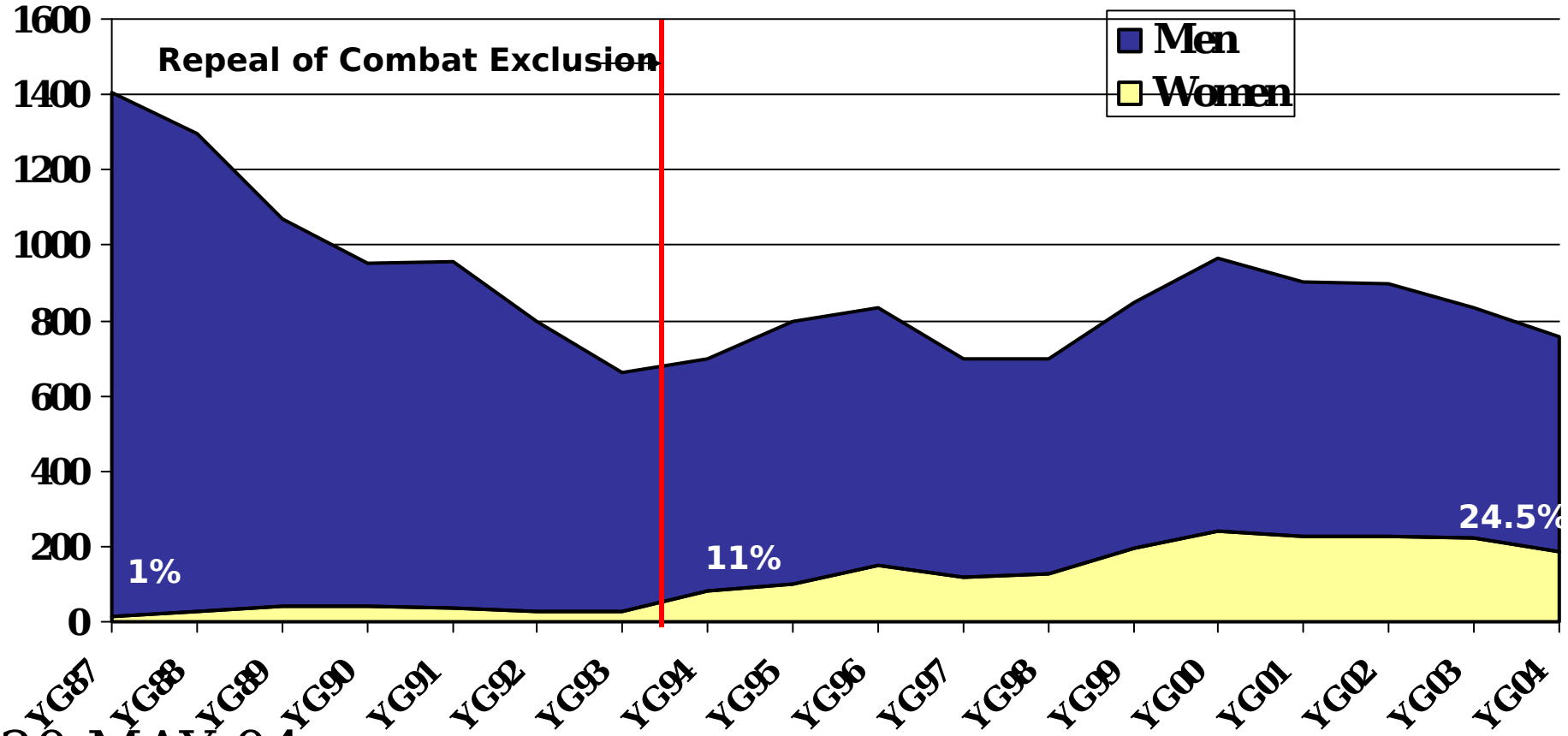
NAVY PERSONNEL COMMAND
Bureau of Naval Personnel



Women SWO Accession History

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

- In FY04, the SWO Community Accessed 185 Women SWO Candidates of 755 Total (24.5%)



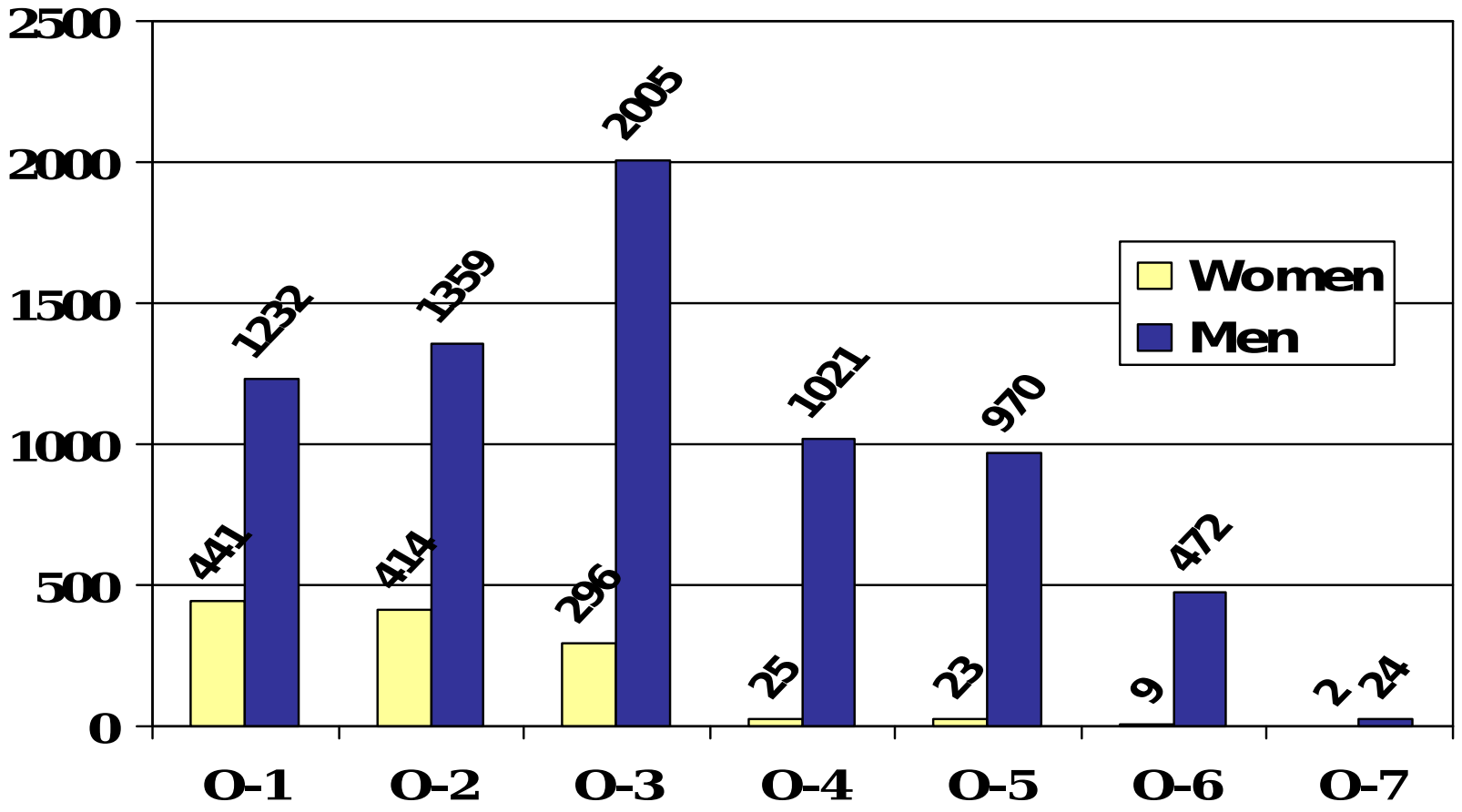
FY04 Accessions by Commissioning Source

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

- USNA
  - 64 Women Midshipmen
- OCS
  - 12 Women Midshipmen
- NROTC
  - 24 Women Midshipmen (Fall 03 Accessions)
  - 85 Women Midshipmen (Spring 04 Accessions)

Current SWO Inventory
MAY 2004

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel



Women SWO Retention Strategy

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

- Goal: 20% Continuation Rate for YGs 98 - 00
- Execute SWOCP Retention Strategy
- Additional Individual Flag Engagement
  - RADM Loewer's "Network News"
    - All Women SWOs Including New Accessions
      - *YG04 USNA Midshipmen & ROTC Already Contacted*
    - Good News Stories & Important Issues
- Detailing Women SWOs To Key Community Billets
- Sustained Mentoring

Women SWOs in Critical Billets

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

- **CAPT Michelle Howard**
  - Commanding PHIBRON 7
- **CAPT Anne O'Connor**
  - Slated to take command of the Training Support Center Hampton Roads in JUN 2004
- **CAPT Pam Markiewicz**
  - Assumed Command of PELELIU in JUL 2003
- **CAPT Nori Ann Reed**
  - Serving as CTF 53 in Bahrain
    - Sequential Major Command Billet
- **CAPT Donna Looney** (CPG 3 OPS)
  - Just returned from deployment in Kuwait in support of OIF
- **CDR Carol Hottenrott**
  - Slated to command USS HOWARD (DDG 83)
- **CDR Rinda Ranch**
  - Slated to command USS THACH (FFG 43)
- **CDR Lisa Franchetti**
  - Commanding USS ROSS (DDG 71) Currently On Deployment
- **CDR Cindy Thebaud**
  - Post Commander Command Commander at JCS J5
- **LCDR Lynn Acheson**
  - Reported as XO in USS MASON (DDG 87)
- **LCDR Diane Stewart**
  - Reported as XO in USS NASHVILLE (LPD-13)
- **LCDR Linda Craugh**
  - Slated as the DCA in USS CARL VINSON (CVN 70)
- **LCDR(Sel.) Sherry Smith**
  - Completing her tour as the Operations Officer in USS VALLEY FORGE (CG 50)
  - Slated to be the new Strike Officer for Commander, Cruiser Destroyer Group Eight in Norfolk
- **LT Allison Christy**
  - Reported for duty as a detailer after a very successful tour as Navigator in USS PORTER

Women Positioned to Mentor Our Future SWO Leaders

SWO Flag Engagement

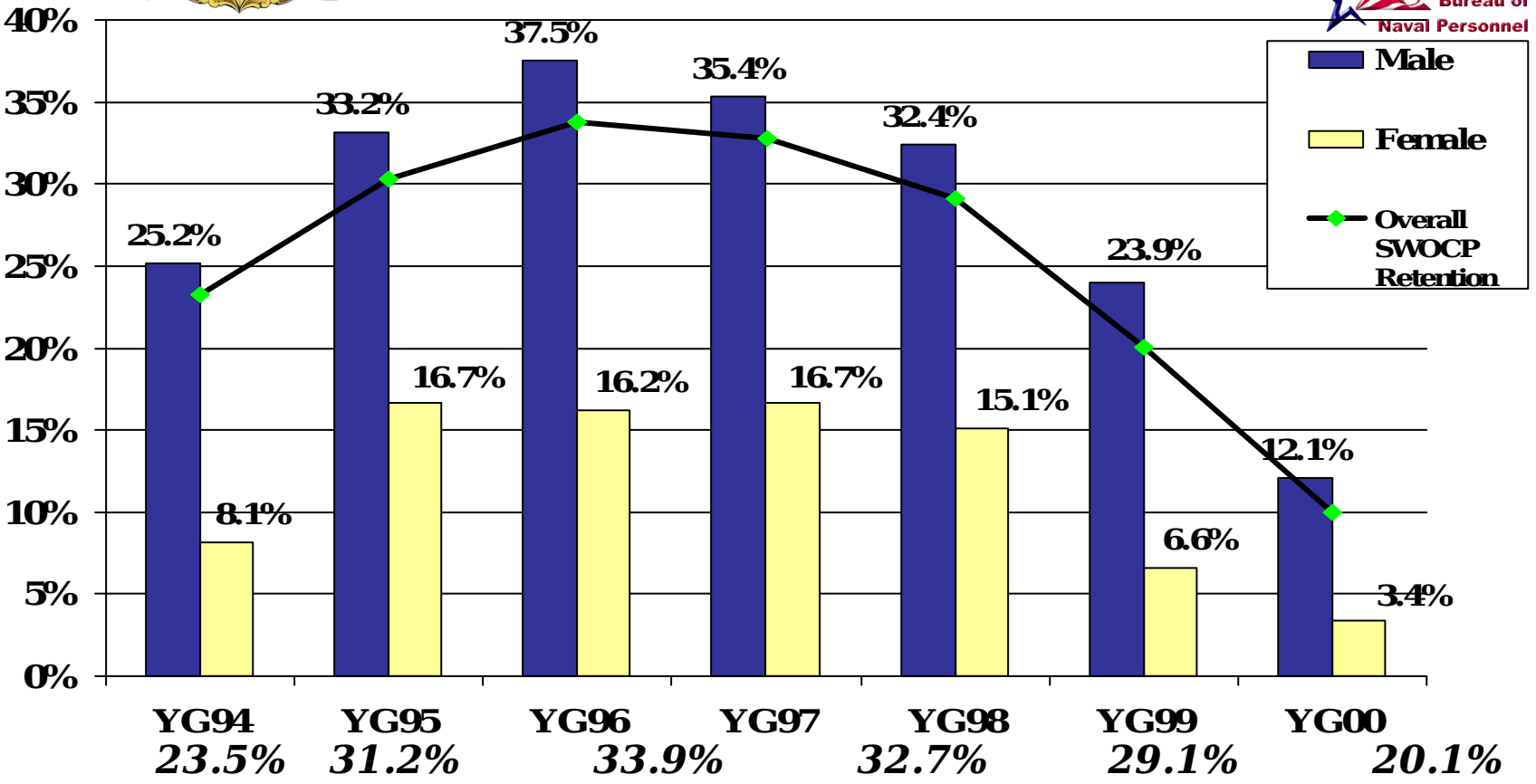
NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

- Year Groups 96, 97 & 98
- Flag Officer Assigned to Undecided Junior Officers
  - Undecided = No SWOCP or Resignation
- Success Stories
  - JO's Engaged Earlier
  - Flag Mentors Assigned
  - Teaming with Detailers
  - Personal Engagement
  - Mentoring over Lunch
  - Spouse Involvement

Positive Feedback from Our Junior Officers

SWOCP

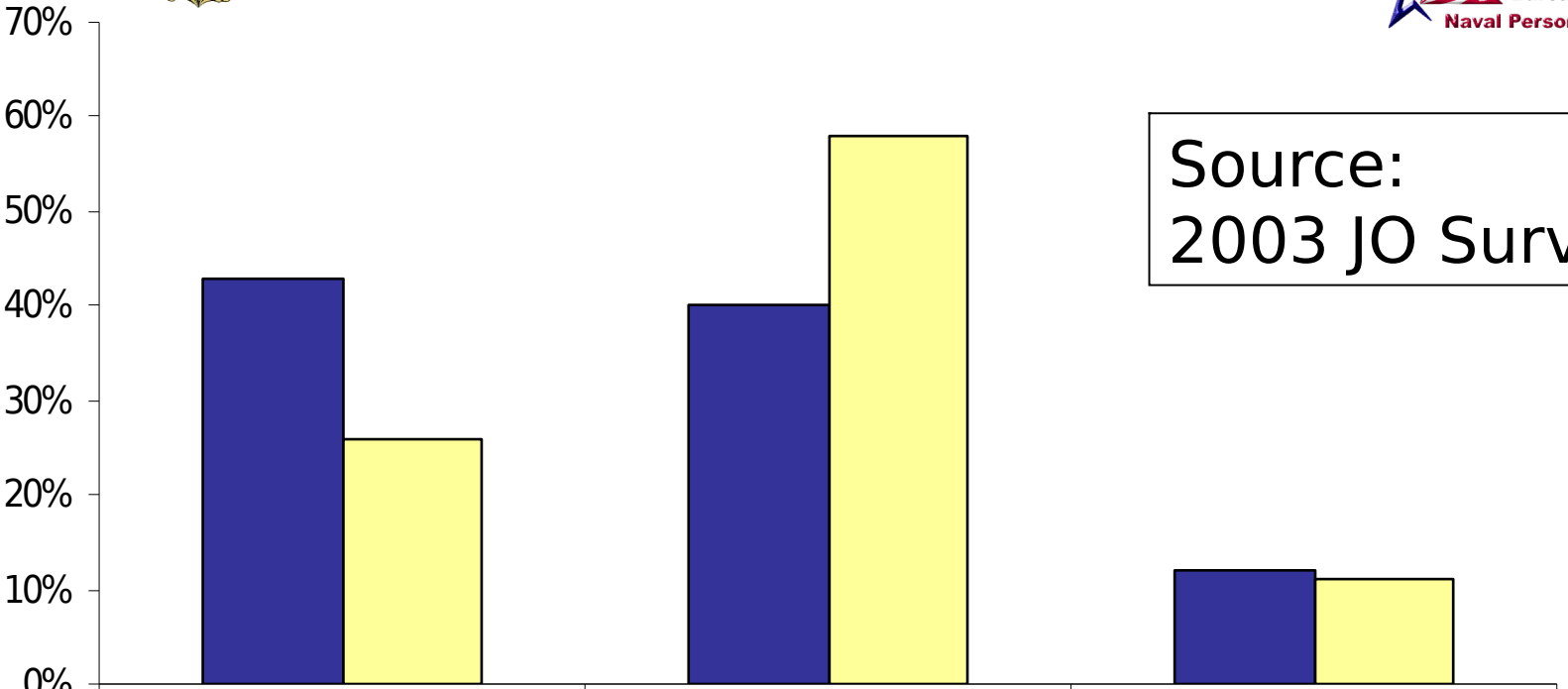
(By Percentage)



SWO Flags Currently Engaging YG 98 – Expect Women SWO Retention to Exceed 16% for 4th Yr in a Row (Up From 8% Just 4 Yrs Ago)

Impact of SWOCP on Women SWO Retention

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel



Source:
2003 JO Survey

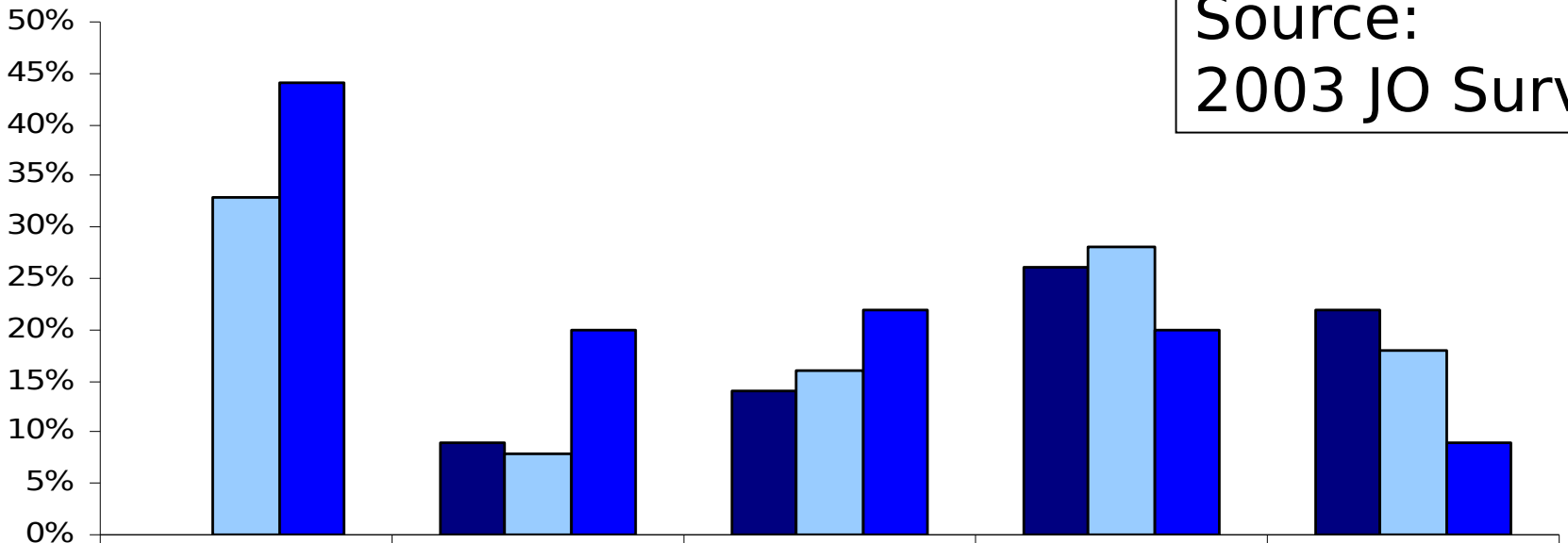
	Positive motivator	A monetary bonus is not what would motivate me to remain on active duty	Does not provide enough money
Male	43%	40%	12%
Female	26%	58%	11%

Important Retention Factors

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

Q42: With regard to your family or personal life, identify the factors from the list which you most desire to improve.

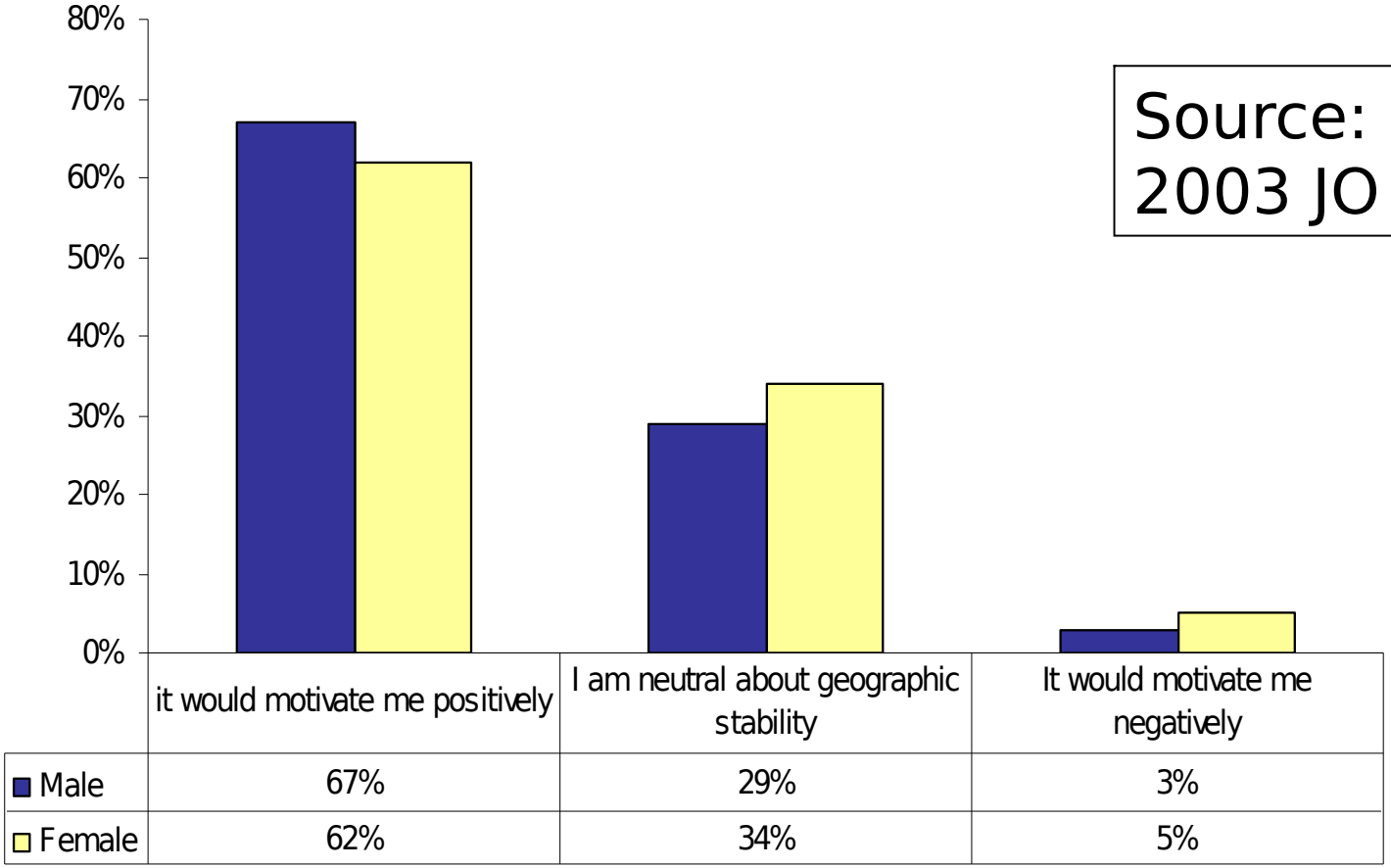
Source:
2003 JO Survey



	Strain on my family life/family seperation	Ability to get ship / homeport requested	Separation from my infant / young while on sea duty	Amount of sea pay	Availability of a 401K type of retirement benefit
1999		9%	14%	26%	22%
2001	33%	8%	16%	28%	18%
2003	44%	20%	22%	20%	9%

Impact of Geographic Stability on Women SWO Retention

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel



	it would motivate me positively	I am neutral about geographic stability	It would motivate me negatively
Male	67%	29%	3%
Female	62%	34%	5%

Source:
2003 JO Survey

Detailers Strive to Provide Geographic Stability to All SWOs as Long as Next Professional Milestone Attained

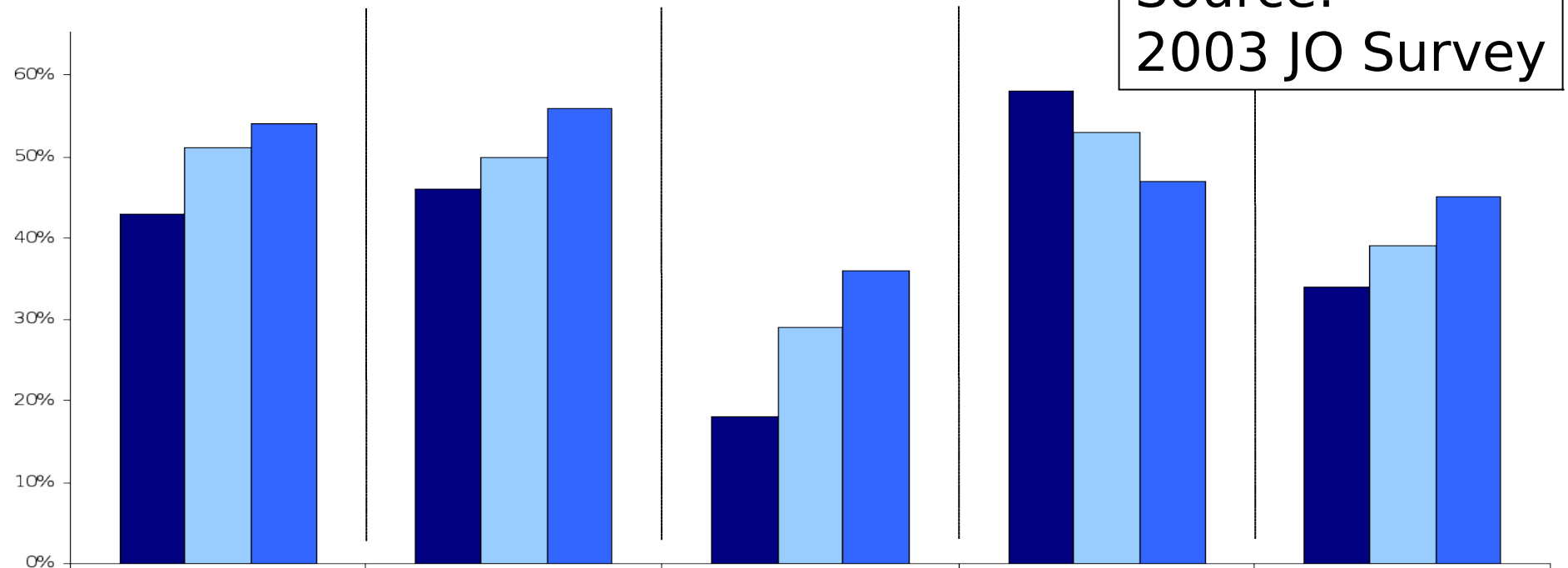
Positive Trends

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

Q51: Indicate how much you agree or disagree with the following statements concerning the SWO community.

Strongly Agree / Agree

Source:
2003 JO Survey



	I believe if you are honest and work hard you will be promoted/ move ahead in the Navy.	I believe if my commanding officer is honest and works hard, he/she will be promoted / move ahead in the Navy.	The SWO Community tries to take care of its own when it comes to promotions.	I am micromanaged.	My command is supportive of my family and/or personal life.
1999	43%	46%	18%	58%	34%
2001	51%	50%	29%	53%	39%
2003	54%	56%	36%	47%	45%

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

Work-Life Balance Initiatives

Alternate Career Paths

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

- Confirmed Specialty Paths
  - AT/FP
  - Anti-Submarine Warfare
  - Global Missile Defense
  - Mine Warfare Specialist
  - Shore Installation Management
  - Strategic Lift MSC/MPF(F)
- Volunteer for Program
- Board Selection
- Incentives
  - Promotion Opportunities
  - Geographic Stability Possibility
  - Education & Skill Development

Career Path

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

DIVO → DH → XO → CO Afloat

DH → CNI/Regional Staff Tour

CNI/Regional Staff Tour → NAVSTA OPS/XO

NAVSTA OPS/XO → Base CO → REG CDR → CNI

REG CDR → Joint Tour

NAVSTA OPS/XO → CNI/Regional Staff Tour

CNI/Regional Staff Tour → Joint Tour

Program Benefits

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

- Individual
  - Other SWO Career Options
  - Opportunity for Promotion to O-5/O-6 (Flag ?)
  - Opportunity for Geographic Stability
  - Training & Education in Specialty
  - Opportunity For Special Mission Command (In Some Areas)
- NAVY
  - Mitigates SWO Shortfalls
  - Retains SWO Talent
  - Develops Expertise in Key Specialties
  - Reduces Accession Requirements

Leave Of Absence Program Overview

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

- Framework: CNO Approved Concept April 2003
- Pilot Program for 25-30 Pre-DH SWO Junior Officers Annually
- 1 Year Leave of Absence
- Open to All Junior Officers
- Receive Medical, Dental, NEX/Commissary, MWR Benefits
- Retention Tool

Respond to Junior Officers Desire for Better Work-Life-Balance

Fleet Feedback

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

- **Junior Officer Survey**
  - Perceived As Negative Career Impact (62% of JOs Surveyed)
  - 32% Responded They Would Pursue a Non-Navy Funded Degree
  - 34% Responded They Would ‘Take a Break’ From Naval Service

- **Fleet Visits**
  - “I Am Happy That the Navy Is Trying to Add More Flexibility”
  - “Can I Wait Until After I Am an XO?”

- **Women SWOs Feedback**
  - Gender Neutral Is Critical
  - Look at Opening It to Post-DH Tour
  - Need More Time Than 1 Year for Grad Ed and Family

Pilot Program is a Start to Addressing Fleet Concerns

Pilot Program Eligibility

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

- Post-Division Officer
- DH Screened Officer
- CO's Recommendation
- Must Agree to SWOCP (2 DH Tours) Contract
- Officers Currently Under SWOCP Contract May Participate

Personal Enrichment & Work Life Balance

Summary

NAVY PERSONNEL COMMAND
Bureau of Naval Personnel

- Challenge: Retain the Best & Brightest
- SWO Community Remains Dedicated to Continued Work-Life Balance Improvement
  - Mentoring
    - Sustained Engagement
    - Participation - to Include Flag Officers
  - Graduate Education Opportunities
  - JOINT Education Opportunities
  - Women SWOs in Key Billets Providing Positive Role Models for Women Junior Officers
  - Continue to Push LOA & Alternate Career Path Initiatives

During a Period of Force Shaping, We will Continue to Develop "On Ramps"